

“The Why’ -- The Increasingly Important Role of YOU in HealthCare”

MAPRA

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Two Requirements for Organizational Success

Smart	Healthy
<ul style="list-style-type: none"> Strategy Marketing Finance Technology 	<ul style="list-style-type: none"> Minimal Politics Minimal Confusion High Morale High Productivity Low Turnover

Health receives disproportionately little attention from leaders in most organizations.

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The “What” and The “Why”

Aim for 25% “what” and 75% “why”

Why?

Because people care less about “what” you do than about “why” you do it!

And so should you!

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“Physicians are the irreplaceable human resource in the care delivery system, but they can not be at the center of what drives the organization. Keep patients’ perceptions and satisfaction at the forefront; continually ask how physicians can make the process of getting care easier and better for patients”

— Leading Physicians Through Change
Jack Silversin and Mary Jane Kornacki

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It is So Easy...

It is so easy—it is frighteningly easy—to forget why we are troubling ourselves in the very first place. It is so easy—it is frighteningly easy—to become trapped in a sterile thesis that our institutions must survive simply because they must survive or that our true deep purpose is to gain and preserve market share in a vacant terrain of others whose purpose is precisely the same.

It is easy to believe that our habits of work are somehow valid and worth defending in isolation from the reason for that work to exist in the first place. The work is not there in the first place. **In the first place, there is the patient...**

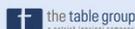
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The Patient Who Says...

- Tell me what you know right away
- Answer me
- Comfort me
- Don't make me wait
- Don't waste my time
- Don't frighten me

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The Patient Who Says...

Help me live

Donald M. Berwick, M.D.

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What is your “why”?

We have a choice. We can make it about us or we can make it about the patient.

Here’s how to make sure your “why” has the patient at the center:

- Round on patients as often as you can.
- When evaluating physicians for fit, make sure the patient is at the top of your analysis.
- Read through the patient comments from patient satisfaction surveys once a quarter (at least) so you know what’s going well and what needs improvement from the patient’s perspective
- Your choice: recruit a position or recruit a passion

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4 C’s of Relevance

- ▶ **Character**
 - Do you keep your word?
 - Do you tend to be defensive when confronted?
 - Are you real?
- ▶ **Competence**
 - Do people trust your professional opinion?
 - Are your staff members well-trained?
- ▶ **Current**
 - Are you aware of innovations in your industry?
 - Do you/could you write articles for an industry journal? Are you a thought leader?
- ▶ **Connections**
 - ▶ Who do you know?
 - ▶ Who knows you?

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Connections

Make a list of the three most significant connections you have made in the last year.

Next to each name, note four things:

1. What you have in common
2. What you have gained from this connection
3. What you want to continue to gain from this connection
4. And most important, what you have given to earn and keep this connection.

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4 C's of Relevance for Health Care Orgs and Physicians

- ▶ **Character**
 - Do people trust our word?
 - Are we seen as having the best interest of the community at heart?
- ▶ **Competence**
 - Do people view our work as first-class?
 - Are our staff members well-trained?
 - Is your community healthier because you are here?
- ▶ **Current**
 - Are you seen by the community as having current equipment, focus, and brand?
- ▶ **Connections**
 - ▶ Are you where the people are?
 - ▶ Who do you know?
 - ▶ Who knows you?

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4 C's of Relevance for You

- ▶ **Character**
 - Do people trust your word?
 - Do you put the needs of the patient/organization first? Or is it all about you?
- ▶ **Competence**
 - Do people view your work as first-class?
 - Are your staff members well-trained?
- ▶ **Current**
 - Are you a thought leader? (or)
 - Is it same-old, same-old?
- ▶ **Connections**
 - ▶ Are you where the people are?
 - ▶ Are there walls around your department?

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Irrelevance – Health Care Orgs

1. What do you provide that your community could not live without?
2. Who would miss you if you were gone?
3. Who could/would like to replace you if you were gone?
4. Who could do what you do less expensively/more efficiently? (Ames vs. Wal-Mart)
5. Where will the next innovation in your business come from? (Hint: it almost always comes from someone who is unburdened by your blinders, however difficult and noble they may be. Blockbuster vs. Redbox/Netflix)

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Irrelevance – You

1. What do you provide that your customers/employees could not live without?
2. Who would miss you if you were gone?
3. Could anyone with the same title at any of the other 6,000 hospitals/facilities in the U.S. get the same/better results as you?
4. Do you complain, "My boss/system/administration won't let me?"
5. Are you Blockbuster ("the way we've always done it") or a risk-taker who does whatever it takes to bring your service to the customer in the most efficient, effective way possible?

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The Hierarchy of Relevance



"There are always more people at the bottom of the stairs, doing hard work that's easy to learn. As you travel up the hierarchy, the work gets easier, the pay gets better, and the number of people available to do the work gets smaller.

"Lots of people can lift. That's not paying off anymore. A few people can sell. Almost no one puts in the work to create or invent. Up to you." – Seth Godin

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The Resistance

Could Have Would Have
 Should Have Didn't

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Job vs. Role

Your Job = your title and what anyone with that title would be expected to do ("Job" Description)

Your Role = what makes you irreplaceable

What is your role when it comes to ensuring the relevance of your organization?
Your department?
YOU?

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Relevance Elevator Speech

Elevator speeches are effective communication tools that allow leaders to quickly share with staff members the simple rationale behind decisions and change efforts.

Elevator speeches are best when they answer four questions:

- What is it?
- Why is it necessary?
- What will success look like?
- What do I need from you?

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